

Human Resource Management and Academic Laboratory Management at Midwifery Academy

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This paper focuses on human resource management and laboratory management at one midwifery academy. This study used qualitative research through a naturalistic and evaluative approach at Midwifery Academy “Ragil Kuning” Malang, Indonesia. The informants of this research involved the Director of the academy as well as the employees at the hospital. Data collection were done through observation and in-depth interview validated through triangulation technique, and dependability with the independent auditor. Data were analysed through thematic analysis. This study found that the human resource at the academy employs a small number of staffs with good qualifications, although it needs a change on open recruitments. The hospital, which is a representative education laboratory at the same time, should have better lighting management and good timing schedules.

Keywords: *Human resource, Laboratory management, Midwifery.*

Introduction

Management becomes an interesting field of study for cross-sectoral review. Longenecker and Pringle (Sonhadji, 2002) define management as the process of procuring and combining human resource, financial, and physical resources in order to achieve the main objectives of the organisation. As asserted by Sonhadji (2002), management is the process of utilising all resources efficiently and effectively to achieve organisational goals.

In relation with this theory, this study is based on the uniqueness of management system applied at one midwifery academy in Malang, East Java, Indonesia, despite the fact that the academy management consists of relatively few human resources, it has been proven to produce a large number of academy graduates who directly work in several hospitals and

medical centres or can even open their own health services in their respective neighbourhoods, especially the obstetric or childbirth namely midwifery services.

In relation with the midwifery academy management, the role of laboratories in education institutions supports the achievement of objectives of the higher education as stipulated in Government Regulation number 60 of 1999 on Higher Education, specifically (1) preparing students (university graduates) to become members of the community with academic and/or professional abilities who are able to apply, develop, and/or enrich science, technology and/or art; (2) developing, disseminating, and implementing knowledge, technology and/or art to improve humankind as well as enrich national culture.

One of the main aspects of key performance indicators in the preparation of the portfolio of higher education institutions to be assessed by the National Accreditation Board for Higher Education (BAN-PT) is the provision of sufficient facilities and equipment for tertiary institutions, including laboratories. As stated by Storm (Sonhadji, 2002), education laboratories are closely related to curriculum goals and the expected performance. It means that in the education and teaching practices in tertiary institutions, laboratories should be utilised optimally in order to provide experience and support specific skills in accordance with the curriculum applied.

Regarding the requirements, An interesting policy at the “Ragil Kuning” Hospital in Malang is that it functions as both a public hospital and an educational laboratory at the respective midwifery academy under the same institution. Even though the hospital looks simple from the outside due to its size, the number of patients and visitors each day is quite large; it is even quite popular among citizens as indicated by the use of its name as the information for city’s public transport routes.

According to the analysis of preliminary observations at the hospital, it can be identified that the popularity of the hospital could be due to either the strategic location or the optimisation of the management of the hospital as the educational laboratory. If the prominence of the hospital is only due to its strategic location, there should be initial consideration to determine the location in order to establish the hospital, which is quite small in width. Therefore, with the limited space, there should be determining factors such as strategic management system that is believed to answer the challenges in order to maintain excellence and quality services. Thus, this research focuses on human resource management and laboratory management of the midwifery academy, and it is believed to be urgent to elaborate the key success of the human resource management which becomes the academic strength, including the number of academicians and academic staffs with their respective qualifications. In addition, it aims to know the management of the hospital as a laboratory.

Literature Reviews

Human Resource Management

Nawawi (2005) asserts that no matter how huge the amount of funding provided by an institution to achieve the educational goals, such as complete assets as facilities supported with sophisticated technology, it might not work or lose its values as the human resource empowerment is not good or the qualification of the human resources is not promising.

Favourite colleges or schools among the community are those the graduates are considered more qualified. These are mainly due to an accountable management system of the institution. It includes planning, working division, direction and guidance, budget provision and management, as well as controlling system upon the implementation of the academic activities which include lecturers' performance in their environment in a quality manner; this is pursued by being able to optimally involve in carrying out all management functions (Nawawi, 2005).

Sunyoto (2013) proposes that the function of human resource planning is an essential management function as it involves human resource management plans in the organisation both in the short and long-term context. It is closely related to the operationalisation of the organisation and the efficient work inside the institutions. The quality of the implementation of the main tasks of the organisation's members was also analysed by Nawawi (2005) as something that is strongly influenced by the potential of human resources in the form of their skills or expertise as well as potentials that they utilise to achieve and improve the future of the organisation.

Human resources in the context of tertiary education consist of both educators and academic staff. In relation with the number of the available human resources as educators or lecturers, Uwes (1999) states that these are the actions by qualified people which provide the stronger possibility of success than by the less qualified ones. So, the quality of the lecturers depends on the completion of their works and responsibilities for each respective dimension in two main criteria, namely scientific expertise and methodology mastery.

To meet the needs of the higher education as an academic organisation, Castetter (1981) considers the importance of recruitment process of the lecturers which is intended to achieve the effectiveness with other several principles, that the recruitment process is careful, organised, controlled, and sustainable planning.

In addition, in order to obtain effective and maximum performance, the lecturers should be assigned not only based on academic ability but also other fundamental factors, including individual or personal aspects such as intellectual abilities, physical and psychological

abilities, motivation, and values and beliefs. Meanwhile, according to Gibson and Hunt (Uwes, 1999), career development of the lecturers should be aligned with the staff concept of work because the concept of one's work is a way of life as well as how to act in supporting his career.

In short, the success of human resource management depends on the ability to carry out human resource planning by determining both the number as well as relevant qualifications of the human resource needed by the organisation. The implementation of quality recruitment and selection in the recruitment and appointment of new personnel should always be intended to recruit human resources with high potential in accordance with their respective fields of jobs.

Laboratory Management

This study refers to the indicators of laboratory management as proposed in Sonhadji's research (2002), specifically spatial planning, control of equipment and materials, working environment conditions, work safety, and maintenance, repair, and facility replacement.

Spatial planning is closely related to the determination of space, which includes determining the floor by taking into account the boundaries of space, doors, windows, traffic of people passing by, equipment and furniture, warehouses, as well as instructor and technician rooms (Sonhadji, 2002).

In relation with a laboratory in an educational context, spatial planning can be used to project future needs on the bases of the needs of the number of prospective students, the amount of space needed, the number of hours available and the number of hours used by the students each week (Sonhadji, 2002).

In Chapter VII articles 43 and 47 of Government Regulation of the Republic of Indonesia number 19 of 2005 on National Education Standards, which has been updated in Government Regulation of the Republic of Indonesia number 13 of 2015, standard infrastructure for laboratory equipment and its maintenance is also proclaimed to be carried out periodically and continuously with due regard to the lifetime (Himpunan Peraturan Perundang-undangan, 2015).

According to Sonhadji (2002), controlling the equipment and material includes storage methods, distribution methods, and recording controls. Some considerations in placing the tools are (1) tools that are used frequently should be placed near the worksite and easily-accessible position by visual inspection, (2) portable equipment or instruments that are not

often used are given to the students only at the beginning of the practicum period. The distribution method may use cards, and the recording equipment is done by computers.

Soemaryono (Sonhadji, 2002) states that the condition of the working environment of the laboratory should consider some aspects like sufficient atmosphere (ventilation), temperature, humidity, lighting, colour, and acoustics. Work safety at the same place includes fire protection, equipment, personal protection equipment, material transportation equipment, machinery, accident first aid, unsafe practices, and drawing boards.

Sunyoto's work environment theory (2013) states that lighting is not limited to be provided by electric lighting, but also includes solar lighting. Such aspect is needed by the employees or officers appropriately; in particular, employers whose job descriptions or tasks require accuracy. In addition to that, Assauri (in Sunyoto, 2013) stated that appropriate lighting provision at the work environment has several advantages, including increasing work accuracy so that it affects the quality of services, reducing accident rates, and facilitating observation or supervision. In addition, good lighting in the work environment may also affect a worker's psychological aspect like the improved morale of the workers.

Regarding the importance of such facilities, regular maintenance, repair and replacement should be done and managed by the organisation as they will be intertwined with a safe work environment. Maintenance of facilities as an asset of higher institutions such as hospitals as academic laboratories in higher education management can be done by cleaning, checking, repairing, and disposal, as well as periodic inspection reporting as the facility maintenance is one of the strategic indicators of the success of tertiary institutions (Sonhadji, 2002).

Studying laboratory management, Uwes (1999) also related it to human resource management as an institutional responsibility, including having a strong commitment in the development of the library, utilisation of the laboratories, and other learning facilities.

Methods

This study employed a naturalistic qualitative approach (Nasution, 1998) with the focus of the study to obtain complete and detailed data on the subject under study. This research included evaluative research intended to evaluate whether human resource management and laboratory management in educational organisations is in line with the relevant theories. Evaluative research was carried out by photographing events that occur in the field based on the prescribed focuses, evaluating the focuses that were found by comparing to predetermined standards or concepts. In this research on human resource management and educational laboratory management in higher education organisations in the form of this academy, the focus of evaluation covered various matters related with the implementation of human resource management and laboratory management in this educational organisation.

As the evaluation had been carried out in order to propose the alternative principles of human resource management and laboratory management in this educational organisation, the alternative solution from the previous results was also given to particular aspects which were considered inadequate. The final results of the evaluation are presented in the form of a matrix.

The research location was at Midwifery Academic “Ragil Kuning” Malang, Indonesia. The data sources utilised to assess the human resource management and laboratory management in educational organisations in this study were determined through a purposive method, including the determination of the number of informants as key people providing information for data collection. The appointed informants were the Director of the Midwifery Academy, Head of Hospital (as Chair of the Education Laboratory), lecturers (expert of specialist doctors and senior laboratory assistants), students, Treasurer, employees (non-students), pharmacists, and security guards.

Table 1: Informants of this research

No	Subjects	Total
1	Director of Midwifery Academy	1 informant
2	Head of the hospital	1 informant
3	Treasurer	2 informants
4	Lecturers (doctor specialist)	7 informants
5	Students	14 informants
6	Staffs (chef, clerk, cleaning service)	6 informants
7	Security	3 informants
8	Pharmacists	3 informants
Total		37 informants

In this study, data collection was carried out using observation, documentation, and in-depth interview techniques. The criteria referred to in this study are as suggested by Lincoln and Guba (Moleong, 2005), namely: (1) credibility, (2) transferability, (3) dependability, and (4) confirmability. The data were essentially tangible words, sentences, or paragraphs expressed in the form of narratives, that are descriptive interactive models with theme analysis techniques regarding situations, events, interactions, statements and behaviours of subjects written in the role matrix orderly.

Results

A. Human Resource Management

Human Resource Planning

Findings

Based on the vision, mission, and objectives of the academy, the human resources are considered as the strengths of this academy as an educational organisation; they are experts assigned in accordance with the characteristics of the educational organisation namely health experts or medical specialist who are highly dedicated in public health services.

Evaluation (by theoretical standards):

Human resource planning at the academy has been good according to respective expertise (Nawawi, 2005)

Workload Distribution

Findings

Based on the annual operational planning, the distribution of workload for each position is carried out based on the following:

- (1) The Director is in charge of leading the management of the academy starting from planning curriculum of learning materials, educators and experts or specialists, personal welfare and benefits, infrastructure, evaluation systems, and accountability of the graduates.
- (2) Head of the Hospital is in charge of controlling all hospital activities, distributing doctors and their staffs in daily scheduling, starting from the reception room, emergency room, pharmacy, clinics, operating room, laboratory, physiotherapy room, kitchen/nutrition, nurse room, rooms for hospitalisation, to the mortuary and laundry room.
- (3) Hospital Treasurer is assigned to manage and be responsible for hospital finances, while relevant jobs are related to hospital management, which are controlled by the Head of the Hospital.
- (4) Lecturers are in charge of giving lectures and materials in classes and practices in the academic laboratory, namely units and clinics according to the specified schedules. In addition, the Laboratory Assistant is assigned to control the laboratory staffs both in the hospital laboratory and in the micro laboratory in the examination room. However, there is a phenomenon that some general practitioners, based on the observations, found to have overlapping working hours with almost twice as many as other medical specialists. The general practitioner did not complain of anything so far and considered that as normal, working with full loyalty.
- (5) Students are obliged to attend lectures both in the classes and carry out practical lectures as the hospital staffs according to the specified schedule.

- (6) Employees on duty at their respective posts, cooks in the kitchen and nutrition, cashiers in the financial section, cleaning service is responsible for the cleanliness of lecture rooms and hospitals.
- (7) Securities are in charge of guarding the security of the hospital and parking lot, in rotation in 3 shifts (07.00-15.00; 15.00-23.00; 23.00-07.00).
- (8) Pharmacists are in charge of managing the procurement of medicines and materials and medical devices. At the same time, the officers (assistant) is tasked with assisting the implementation of the receipt of prescriptions, queuing, and patient services.

Evaluation (by theoretical standards)

The distribution of the workload and job descriptions at the academy has always been agreed upon and carried out according to the schedule determined by their respective managers as stated in the standards operating procedures (SOP) which are considered as a good system. However, there is a general practitioner with excessive duty because he is capable of managing the jobs and has a stable income; if there is no immediate replacement for the cadres, there might be a negative impact on the quality of services (Uwes, 1999).

Qualification

Findings

- (1) Academic Director (one person with academic qualification on Doctorate degree in Public Health Behaviour).
- (2) Head of Hospital (1 person with academic qualification on Magister of Health).
- (3) Finance Section (2 persons with qualification on Bachelor of Economics).
- (4) Five lecturers: 1 Bachelor of General Medicine, 1 Bachelor of Gynecology Specialist, 1 Bachelor of Surgical/Orthopedic Specialist Medicine, 2 Associate Degree on Midwifery (A.Md. Keb.), and 1 laboratory assistant with qualification on Radiology and Ultrasonography (USG), 1 Bachelor of Psychology. Qualifications are appropriate to their respective fields of expertise.

Evaluation (by theoretical standards)

The qualifications of the respective staffs are in accordance with the expertise (based on the theories by Sunyoto (2003) and Nawawi (2005), along with the theory by Uwes (1999).

Recruitment

Findings

Recruitment consideration is done based on years of service, with coordination in accordance with seniority and the acceptance and termination system which is carried out in a formal manner; the recruitment is not carried out openly or does not receive any assigned staffs from related agencies.

Evaluation (by theoretical standards):

The recruitment process has been considered good (Nawawi, 2005), while open recruitment is recommended to be implemented to improve the quality services and meet future demands (Uwes, 1999).

Provision of Benefits

Findings

The provision of benefits, doctor's salaries as well as employee's salaries are all set based on seniority, years of service, and agreements between the Academy Director, the Head of the Hospital, and the Finance Department. There is a general practitioner whose house is located behind the hospital and works the most hours, earning the most salary. However, there was no protest whatsoever because it was agreed by all parties based on the high work dynamics as well.

Evaluation (by theoretical standards):

Provision of benefits based on the agreement is good. However, this system may affect possible event like the decreasing performance of human resource management at the academy in the future as the general practitioner could no longer work (Sunyoto, 2013; Nawawi, 2005).

B. Laboratory Management

Spatial planning

Findings

Spatial layout is adjusted to the order of patients entering from the receiving room (receptionist), emergency room (which is temporary in the receiving room only), waiting room, dispensary, clinics, operating room, laboratory, physiotherapy room, kitchen/nutrition, nurse's room, rooms for hospitalisation, to the mortuary and laundry room.

Evaluation (by theoretical standards)

In general, the spatial planning at the hospital in which the laboratory is an integral part of it is good based on the principle of efficiency (as a small hospital). There is one issue, however, like temporary space for the emergency room due to the conditional considerations as a small hospital and the majority of patients are pregnant women. Temporary spatial planning, in laboratory management, will have a stagnant and less prospective future. As part of the solution, the management should provide a separate room for the emergency room although it is small, so as it is not to reduce the effectiveness of the process for routine public services every day, particularly in the receiving room or receptionist (Sonhadji, 2002).

Controlling Equipment and Materials

Findings

Controlling the equipment and materials is executed in four systems: daily, weekly, semester, and annually.

Evaluation (by theoretical standards):

The existing system is good but requires another policy such as an incidental system in order to avoid any lack of service in emergency or unexpected condition. The additional control, such as incidental condition, is believed to improve the public service (Sonhadji, 2002).

Condition of Work Environment

Findings

The condition of work environment is quite safe with the complete supporting equipment and materials. One issue in the area is that lighting in some spaces is lacking.

Evaluation (by theoretical standards):

In general, the condition of the work environment is quite good, but the lighting in some areas. The lighting should be added so that the maximisation of work of all units is achieved and avoid malpractice due to lack of lighting (Sonhadji, 2002), in line with the theory by Sunyoto (2013).

Work Safety

Findings

The standard of work safety is done in accordance with the rules set by the leadership, while at the same time running the existing old pattern of the safety system.

Evaluation (by theoretical standards):

Work safety is good along with the old procedural patterns because there are not many new types of equipment at the hospital and laboratory which require updated and sophisticated work methods, so possible risks of work accidents are still relatively by Sunyoto (2013).

Maintenance, Repair, and Replacement of Facilities

Findings

Maintenance of the facilities is done in accordance with the control pattern, namely in three systems: incidental, per semester, and every five years, with the principle of efficiency, which is quite firm.

Evaluation (by theoretical standards):

Maintenance, repair, and replacement of facilities are efficient with the existing systems. However, the existing maintenance system may hinder such day-to-day operations. Maintenance and replacement of facilities should be implemented quickly, also done every day so as not to be slow for daily services (Sonhadji, 2002).

Discussion

In general, the findings related to human resource management at the midwifery academy, in terms of the quality of resource planning, is in line with the theory proposed by Nawawi (2005). The quality of the implementation of the main tasks of the organisational members is influenced by the potential of human resources in the form of skills or expertise. The skills

and expertise of the personnel are considered as benefits as well as potentials that can be developed to increase the organisation's performance in the future.

One issue at the midwifery academy is related to the uncommon distribution of workloads and schedules, with one general practitioner whose tasks and work hours are doubled compared to other medical specialist and other staffs. This is just because the doctor resides near the hospital for emergency service for patients or other emergency work at any time. This kind of common practice of work distribution may be problematic in the future as the general practitioner with the highest workload will no longer active at the hospital. It might be even worse if the replacement is not of such high quality, then the functional value of the complete facilities will decrease as well. It means that in addition to loyalty, human resources may also work because of other factors such as financial means, welfare, and adequate facilities.

This fact justifies the idea proposed by Nawawi (2005) that no matter how large the number of funds provided, complete assets, and sophisticated technology owned by an organisation, it will lose meaning or have no value when it does not function or consist of human resources without adequate qualification and low quality.

Corroborating the statement proposed by Uwes (1999) regarding the reality at the academy confirms the theory that actions by a small number of quality people are more beneficial than the actions carried out by many people without good qualification. The principle of efficiency applied in the management of human resources at the academy indeed refers to the economic and practical considerations, that the implementation of the operational processes at "Ragil Kuning" Hospital as a laboratory of the Midwifery Academy has been considered in representative planning.

In terms of the recruitment process, the human right management at the academy is in line with the statement by Nawawi (2005) that the success of human resource management depends on the ability to carry out human resource planning by determining the number and qualifications needed for the human resource; the quality recruitment and selection, as well as the appointment of new personnel, should be implemented comprehensively in order to sort and recruit candidates with high potentials in accordance with their respective fields of work needed by the organisation.

Regarding the human resource planning, the results corroborate Sunyoto's (2013) opinion that human resource planning is essential management function as it involves plans for managing human resources in the organisation both in the short and long-term objectives. Thus, the planning is closely related to the effective operation of the organisation. In relation with the condition of the academy, the academy should immediately prepare potential cadres,

for example recruiting new general practitioners from reputable and prominent higher institutions to meet the minimum academic of Master's degree, implementing apprenticeship system for potential candidates; otherwise, the human resource management at the academy tends to be stagnant. Implementing the old system, such as carrying out a classical planning system through internal selection instead of open selection and seniority and years of service may jeopardise the institution.

As referred to the concept by Lu et al. (2007), the career development of the lecturers at the Nursing Academy is indicated to be aligned with the staff's concept of work because one's work concept is a way of life and how to act in supporting his career as well. Thus, in assigning the lecturers on their post, the considerations should be not only academic expertise but also other supporting factors in order to meet effective performance. The Nursing Academy "Ragil Kuning" has considered other personal individual aspects such as intellectual expertise, physical and psychological abilities, motivation, and values and beliefs. Besides, in terms of spatial management, one issue was found related to the use of temporary space for emergency rooms are because of conditional considerations as a small hospital and the majority of patients are pregnant women. Temporary spatial planning, in the spatial management of this academy laboratory, may impact to stagnant performance, bringing more less prospective impact in the future.

The policy related to the spatial planning at this academy is not consistent with the spatial theory proposed by Chen et al. (2007) that the determination of space use should include determining the floor by taking into account the boundaries of the space, e.g. doors, windows, people's mobility, equipment and furniture, warehouses, and the instructor and technician's rooms. As this hospital is utilised as a practical laboratory for the academy, the spatial planning should consider the future projection on needs' analysis, specifically the needs of the number of students in the future, the number of rooms needed, the number of hours available and the number of hours used by students each week for medical practices.

The control for equipment and materials has been already good with the existing four-system management. The current system at this academy may affect the performance in case incidental events occur, which are unpredictable; therefore, the needs for regular control as well as incidental system are preferable.

The conditions of equipment and material control in this academy are not in line with the theory proposed by Sonhadji (2002) that maintenance, repair and replacement of the facilities, if done routinely, will help create a safe work environment. Maintenance of facilities as an asset of the hospital which at the same time as an academic laboratory for higher education can be carried out by cleaning, checking, repairing, and disposing, as well as periodic inspection reporting. The regular maintenance of the facilities is one of the strategic indicators of the success of the higher institution.

The findings of this research in terms of the maintenance, repair and replacement of facilities at the academy's laboratory are also not ideal as stipulated in Chapter VII articles 43 and 47 of Government Regulation number 13 of 2015 on National Education Standards which requires certain standards for infrastructure facilities for regular maintenance, repair and replacement of facilities. Educational laboratories should be carried out periodically and continuously by paying attention to the lifetime of the facilities (Himpunan Peraturan Perundang-Undangan, 2015). In terms of the facilities at the laboratory of the academy, the lifetime of the facilities is not considered, especially considering the daily supply of equipment and materials only refers to incidental, semiannual, and five-year program control. All work patterns as the system have been used so far with the principle of efficiency.

In terms of lighting facility at the academy's laboratory, the findings in this research found some lack of lighting in several rooms, such as the reception room, action room, and delivery room. This should become a serious concern as lighting management is an integral part of the rooms. It is firm that good lighting condition is an ideal indicator for academy laboratories, as it can be seen in Sunyoto (2013), good lighting has some advantages in the work environment including increasing the accuracy of works, giving a better quality of services, reducing accident rates, also facilitating observation or supervision.

In addition to maintaining the laboratory and work environment, Sunyoto (2015) also states that adequate lighting in the work environment could also improve the morale aspects of the workers. This is a quite interesting issue to discuss as the good lighting in the work environment not only has an impact on workplace safety in the laboratory as an educational laboratory management thinking but also contributes significantly to the success of influencing the work environment on human resource management. Both of these may provide mutual benefits to the quality of higher education organisations like this academy.

Conclusion

The results of human resource management at Midwifery Academy "Ragil Kuning" Malang show that (1) Human resource planning in the academy has been implemented in accordance with their respective fields of expertise; (2) The distribution of work at the academy has always been agreed upon and carried out according to the schedules determined by the manager of each division, which is categorised as good management. However, there is an issue that one general practitioner with excessive duty despite the doctor earn rational income. There should be immediate policy to prepare cadre in order to avoid the negative impact, specifically reducing the quality of service; (3) Provision of benefits is set based on the agreement. It has been proven that there has been no complaint from the staffs. In relation with the number of workload and benefits, one general practitioner may earn the most, and it may affect the future stability of the service performance at the academy; (4) Qualifications



of the staffs and human resource are in accordance with their respective fields of expertise; (5) Recruitment process is good based on the plan, but it requires improved mechanism in order to recruit better prospective staffs through the open system.

Besides, for laboratory management at Midwifery Academy “Ragil Kuning” Malang, in general, the spatial planning at the academy’s laboratory is good following the infrastructure standards with the principle of efficiency. However, the temporary emergency room may lead to stagnant condition and becomes less prospective in the future. Moreover, controlling the equipment and materials has been representative managed within four systems without incidental condition. The controlling system should include incidental conditions in order to avoid deficient services in case an emergency happens at any time. At the same time, the condition of the work environment is quite humane, but the lighting is not representative, requiring more and adequate electricity and lighting. It was indicated by the condition that the lighting is lacking in some spots. Better lighting management is needed in order to increase work performance. In addition, work safety is good with old procedural patterns, because there are not many new types of equipment, so the risk of work accidents is still relatively small. Lastly, maintenance, repair, and replacement of facilities have been efficient with three existing systems. In order to improve the services and avoid a slow operation, routine operational services such as day-to-day basis are needed.

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